

# Rebuilding Agricultural Markets Program (RAMP) Afghanistan

## 2005 Work Plan



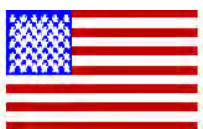
Submitted by:

**Chemonics International Inc.**

Submitted to:

**Afghanistan Mission  
U.S. Agency for International Development  
Kabul, Afghanistan**

**December, 2004**



USAID Contract No. 306-C-03-00-00502-00 to provide services to the Rebuilding Agricultural Markets Program (RAMP) in collaboration with the Islamic State of Afghanistan

**Subcontractors:** Shorebank Advisory Services, International Fertilizer Development Center

**Address:** Ministry of Agriculture and Animal Husbandry, Kart-i-Sakhi, Kabul, Afghanistan

**E-mail:** [info@ramp-af.com](mailto:info@ramp-af.com)

## TABLE OF CONTENTS

<b>ACRONYMS .....</b>	<b>4</b>
<b>PREFACE .....</b>	<b>5</b>
<b>SECTION I. INTRODUCTION .....</b>	<b>6</b>
<b>A. OVERVIEW .....</b>	<b>7</b>
A.1. USAID'S REBUILDING AGRICULTURAL MARKETS PROGRAM.....	7
A.2. THE RAMP/CHEMONICS CONTRACT.....	7
<b>SECTION II. VALUE CHAIN ELEMENTS.....</b>	<b>9</b>
<b>B. IDENTIFYING MARKETS AND DEVELOPING MARKETING SYSTEMS.....</b>	<b>9</b>
B.1. OVERVIEW.....	9
B.2. ACTIVITIES.....	9
<b>C. IMPROVING VALUE-ADDED PROCESSING.....</b>	<b>11</b>
C.1. OVERVIEW .....	11
C.2. ACTIVITIES .....	11
<b>D. INCREASING ON-FARM PRODUCTIVITY .....</b>	<b>11</b>
D.1. OVERVIEW .....	11
D.2. ACTIVITIES .....	12
<b>SECTION III. VALUE CHAIN SUPPORT FUNCTIONS .....</b>	<b>14</b>
<b>E. FACILITATING ACCESS TO FINANCE.....</b>	<b>14</b>
E.1. OVERVIEW.....	14
E.2. ACTIVITIES.....	14
<b>F. IMPROVING FARM TO MARKET ROADS .....</b>	<b>15</b>
F.1. OVERVIEW .....	15
F.2. ACTIVITIES.....	15
<b>G. IMPROVING IRRIGATION SYSTEMS .....</b>	<b>16</b>
G.1. OVERVIEW .....	16
G.2. ACTIVITIES .....	16
<b>SECTION IV. PROJECT MANAGEMENT .....</b>	<b>18</b>
<b>H. COLLABORATING WITH STAKEHOLDERS: USAID, TISA, AND DONORS.....</b>	<b>18</b>
H.1. INTEGRATING ACTIVITIES OF RAMP/CHEMONICS IMPLEMENTING PARTNERS .....	18
H.2. COORDINATION WITH OTHER USAID AND USG PARTNERS.....	18
H.3. COORDINATION WITH THE GOVERNMENT OF THE ISLAMIC STATE OF AFGHANISTAN (ISA).....	20
H.4. OTHER DONORS .....	21
<b>I. ENSURING GENDER SENSITIVITY.....</b>	<b>22</b>
I.1. OVERVIEW.....	22
I.2. ACTIVITIES.....	22
<b>J. PROTECTING AFGHANISTAN'S ENVIRONMENT .....</b>	<b>22</b>
J.1. OVERVIEW .....	23
J.2. ACTIVITIES .....	23
<b>K. MONITORING AND EVALUATING ACHIEVEMENTS .....</b>	<b>23</b>
K.1. RESULTS FRAMEWORK.....	23

K.2.	DATA GATHERING – OVERVIEW .....	24
K.3.	ACTIVITIES.....	24
<b>L.</b>	<b>COMMUNICATING RESULTS.....</b>	<b>25</b>
L.1.	OVERVIEW .....	25
L.2.	ACTIVITIES .....	26

## ACRONYMS

ACRONYMS	
ADB	Asian Development Bank
AED	Agriculture Extension Department
AFC	Afghanistan Finance Corporation
AIB	Afghanistan International Bank
The Fund	Afghanistan Renewal Fund
Chemonics	Chemonics International Inc.
COP	Chief of Party
CTO	Cognizant Technical Officer
CO	Contracting Officer
DCOP	Deputy Chief of Party
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
GIS	Geographic Information System
GOA	Government of Afghanistan
GPS	Global Positioning System
GUI	Graphical User Interface
Ha	Hectare
IP	Implementing Partner
IR	Intermediate Result
JO	Job Order
Km	Kilometer
Kg	Kilogram
LOP	Life of Project
M&E	Monitoring and Evaluation
MAAH	Ministry of Agriculture and Animal Husbandry
MEIS	Monitoring and Evaluation Information System
MISFA	Microfinance Investment Support Facility Afghanistan
MIWRE	Ministry of Irrigation and Water Resources
MOC	Ministry of Commerce
MOF	Ministry of Finance
MOU	Memorandum of Understanding
MRRD	Ministry of Rural Rehabilitation and Development
MT	Metric Ton
NGO	Non Governmental Organization
PASA	Participatory Agency Service Agreement
PMP	Performance Management Plan
PPSD	United Nations Partnerships for Private Sector Development
PRA	Participatory Rural Assessment
PRT	Provincial Reconstruction Team
RAMP	Rebuilding Agricultural Markets Program
SME	Small and Medium Enterprises
SO	Strategic Objective
TISA	Transitional Islamic State of Afghanistan
UN	United Nations
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
VBSE	Village-Based Seed Enterprise
VFU	Veterinary Field Unit
WOCCU	World Council of Credit Unions

## Preface

This document is the third in a series Chemonics International Inc. (Chemonics) is producing under its contract to provide services to USAID/Afghanistan's Rebuilding Agricultural Markets Program (RAMP). Together the documents define our implementation strategy, provide a vision of the work to be conducted over the life of the project, and define in great detail the work to be completed during the 2005 calendar year.

The series of documents include:

1. RAMP Contract: Implementation Strategy
2. RAMP Contract: Life of Project Work Plan
3. RAMP Contract: 2005 Work Plan
4. RAMP Contract: Supporting Technical Documents

The reader will see direct linkages between the Implementation Strategy, the Life of Project Work Plan, and the 2005 Work Plan. For example, the Implementation Strategy presents a broad description of the Results Framework. The Life of Project Work Plan expands this description and describes in a general way how the Results Framework links to value chains. The 2005 Work Plan will explain in great detail how project supported activities are working and will continue to increase the market value of specific agricultural products in various value chains. The supporting technical documents provide the analytical that supports the strategy and work plans.

## SECTION I. Introduction

The U.S. Agency for International Development's Rebuilding Agricultural Markets Program (RAMP) in Afghanistan encapsulates the Mission's strategy to help the people and Government of Afghanistan rehabilitate the country's rural sector, focusing specifically on enhancing food security and increasing rural incomes. In July 2003 USAID/Afghanistan executed a contract with Chemonics International Inc. (Chemonics) to "[p]rovide services in support of [the] Program." This contract is the single largest component of the overall program, which includes a cooperative agreement and a participating agency services agreement (PASA) with the U.S. Department of Agriculture.

This Fiscal Year 2005 Work Plan follows the *RAMP Contract Implementation Strategy and the RAMP Life of Project Work Plan*, both of which the RAMP Cognizant Technical Officer (CTO) has approved.. The former document outlines the strategy that is guiding Chemonics and its implementing partners (IPs) as they execute specific tasks to rehabilitate and repair infrastructure that is critical for rural sector growth, increase the flow of capital, primarily in the form of credit, to the sector, and introduce improved technology to produce and develop markets for agricultural products. The ultimate purpose of these activities is to increase the sales of agricultural products.

The Life of Project Work Plan describes the actions the contract team is implementing to achieve its strategic objective. It summarizes the actions the team has taken since implementation began, diagnoses challenges, extracts critical lessons learned, and shows how the team will apply these lessons over the remainder of the contract.

This Fiscal Year 2005 Work Plan presents the project's current, on-going activities in greater detail and emphasizes the project's revitalized integrated approach. It provides activity indicators with corresponding delivery dates, and all RAMP/Chemonics programming is aligned with a specific point along targeted agricultural value chains. While the Life of Project Work Plan described RAMP/Chemonics activities as they corresponded to agricultural value chains, this document provides the "who-what-where-when" for FY 2005.

Two key themes run through this document. The contract team will use its RAMP resources in an integrated manner to promote the development of key agricultural value chains. In addition it will make sure that it carries out its program in close collaboration and cooperation with other USAID-funded efforts, key ministries of the Islamic State of Afghanistan (ISA), and the efforts of other donors.

Following an overview of RAMP and the Chemonics contract, Section II describes RAMP/Chemonics activities which strengthen specific Value Chain Elements introduced in the Life of Project Work Plan. These include identifying markets and developing market systems, facilitating new opportunities in value-added processing, and increasing on-farm productivity. Section III describes RAMP/Chemonics activities which directly or indirectly support targeted agricultural value chains. These include facilitating access to finance, improving farm-to-market roads, and improving irrigation systems. Annex I. Value Chain Element and Support Function Activity Matrix for FY05 provides details for all RAMP/Chemonics programmatic activity by region.

The final section, Section IV, describes the primary contract management tasks, including collaborating with stakeholders, ensuring gender sensitivity, protecting Afghanistan's environment, monitoring and evaluation, and communicating results. Annex II, the RAMP/Chemonics Management Activity Gantt Chart for FY05, presents the timing of these activities.

## A. Overview

RAMP is a major and important undertaking. The contract between the Mission and Chemonics accounts for a major portion of the program's current resources.

### A.1. USAID's Rebuilding Agricultural Markets Program

RAMP is meeting the challenge to rebuild Afghanistan. It is the largest donor-funded initiative supporting Afghanistan's agricultural sector. This three-year program (2003 – 2006) is improving the lives of Afghanistan's rural inhabitants, who account for 85 percent of the total population, by increasing food supplies and food security, creating jobs, increasing incomes, and strengthening the competitiveness of agricultural production.

The strategic objective of RAMP is *to enhance the food security and increase the incomes of Afghanistan's rural population* by a) increasing agricultural productivity and output, and b) increasing incomes by making the linkages between producers, processors and markets more efficient. RAMP is designed to support the Afghanistan National Development Framework and strengthen the Islamic State of Afghanistan. In addition to the Chemonics contract, RAMP includes a cooperative agreement with Land O'Lakes and a PASA with USDA. Specific interventions under RAMP are linking rural producers with markets and input suppliers; making agricultural production more efficient, helping firms add value to agricultural raw materials; and identifying market opportunities and helping operators all along the value chain take advantage of them.

### A.2. The RAMP/Chemonics Contract

In July 2003, Chemonics International, Inc. (Chemonics) began implementing a contract<sup>1</sup> issued under RAMP. The strategic objective of this contract is to increase the marketable value of agricultural products by \$250 million over three years (July 2003 – June 2006). The contract is comprised of four components (CLINs)<sup>2</sup>:

- Management, Administration and Technical Assistance
- Physical Infrastructure Reconstruction or Repair
- Rural Financial Services
- Agricultural Technology and Market Development

The first component provides the resources the prime contractor needs to:

- identify opportunities to create and strengthen market linkages and increase sales of agricultural products, increase the flow of capital to agribusinesses and producers, and improve infrastructure vital for agricultural and rural sector development
- subcontract with implementing partners (IPs) to carry out specific activities to take advantage of these opportunities;
- monitor and evaluate the success of these activities, and quantify their cumulative impact; and
- communicate to RAMP's stakeholders about the results achieved.

RAMP stakeholders include both USAID in Afghanistan and Washington, other U.S. government departments and agencies, the Government of Afghanistan, especially the Ministries of Agriculture and Animal Husbandry (MAAH); Irrigation, Water Resources and Environment (MIWRE); Rural Rehabilitation and Development (MRRD); and Commerce (MOC), as well as provincial and district authorities; and complementary projects funded by USAID and other donors.

<sup>1</sup> Throughout this document the words "contract" and "project" are synonymous. "Contract" refers to Contract No. 306-C-03-00-00505-00 between USAID/Afghanistan and Chemonics International Inc. The project is to implement this contract, which is part of the broader Rebuilding Agricultural Markets Program (RAMP). The convenient shorthand for this is RAMP/Chemonics.

<sup>2</sup> Contract Line Item Number

Under its second component -- Physical Infrastructure Reconstruction and Repair – the contract team is designing and managing through subcontracts initiatives to repair irrigation systems that are needed to expand and improve agricultural output; rehabilitate farm-to-market roads that producers need both to reach markets and to access inputs; and develop marketing infrastructure, including collection centers and wholesale markets.

The project's rural financial services component is working to strengthen and diversify the country's network of financial institutions. It is supporting microfinance institutions and working with the Afghanistan International Bank in Kabul to provide short-term credit to small- and medium-sized agribusiness firms. In addition, it has recently helped launch the Afghanistan Leasing and Finance Company, which is a leasing company that will help entrepreneurs acquire the capital assets they need to improve value adding operations – cold storage, improved processing, refrigerated transportation. This component also is playing a vital role to create an equity fund – the Afghanistan Renew Fund - to support private agribusiness development. Finally, it is addressing the critical need for more business development services (BDS) through a grant to UNDP.

The focus of the project's market development initiatives is to create more effective linkages between producers, processors and markets. Building systems that will allow market signals to travel “upstream” all the way to producers will ensure that they **produce what will sell**. Complementing this focus on markets and marketing systems, the project has and will continue to seek out opportunities to introduce improved agricultural technology to help farmers and herders' access and use new crop varieties, fertilizers and equipment to the productivity and efficiency of their operations.

The contract team uses its resources to identify opportunities where it can “invest” RAMP funding in an integrated fashion. Using a market-driven value chain approach it will achieve results that are greater than the sum of these individual investments in infrastructure, rural financial services, and agricultural technology and market development.



## SECTION II. Value Chain Elements

As indicated in the RAMP/Chemonics Implementation Strategy and RAMP/Chemonics Life of Project Work Plan, there are five product groups on which this project focuses: tree and vineyard fruit, nuts, vegetables and annuals, livestock and poultry, and wheat. To increase the marketable value of the individual commodities within these groups, the contract team is designing and implementing activities along these value chains to develop domestic and international market systems (identify the specific product demands of domestic and international markets), enhance value-added processing efforts, and increase agricultural productivity on farms.

The programmatic starting point for increasing marketable value is the final market (demonstrator), not the farmer (supplier). The following sections support the “produce what you can sell” principle by first describing the contractor’s accomplishments to date with regards to identifying markets and developing market systems, addressing problems identified and lessons learned through these activities, and discussing the steps and future interventions planned for the remainder of the project. This “accomplishments/problems/next steps” structure is then repeated to illustrate interventions targeted at the other two broad segments of the value chain: processing and production.

In post conflict situations, matters of security will consistently have a significant bearing on the success of a project. Given the environment in which RAMP operates, all implementing partners have had to adjust some programmatic activities to respond to real and/or perceived threats to their security. This is especially the case for infrastructure activities such as roads and irrigation structures where implementing partners are working in remote areas more vulnerable to attacks, and where mines pose hidden threats to people and equipment. Consequently, given the amount of unanticipated security concerns, a number of interventions have not progressed as smoothly as possible or in accordance with projected time-lines. A valuable lesson learned is that many job orders issued have been too optimistic in regards to their projected geographic coverage. The issue of security will impact all value chain activities described below as well as the value chain support functions discussed in Section III. RAMP/Chemonics continues to work closely with PRTs, ANSO and other security organizations to assess the threats in various regions. The contract team will adjust its operations as security warrants.

## B. Identifying Markets and Developing Marketing Systems

### B.1. Overview

As domestic and international market demand is the driving force behind all project interventions, it is important to discuss the efforts made thus far to identify market opportunities and to develop systems to reach these markets successfully. Through these activities, the contract team has a clearer understanding of problems associated with this segment of the value chain and has designed future tasks focused on strengthening ties to these markets, enhancing the flow of market information, and coordinating processing- and production-oriented activities to respond specifically to these demands.

### B.2. Activities

Activities are described below with references to IPs and the work plan matrix.

#### B.2.1 Markets and Market Systems

##### 1) Market Assessments and Information Systems

**Domestic Market Assessments,** Participatory Rural Assessments (PRAs), conducted in each of the five RAMP priority regions, provide market data on all major crops grown in those areas. (National, Q1)

**Preliminary International Market Assessments.** RAMP/Chemonics will be conducting at least four (4) additional market assessments in FY05 while representing Afghan produce at regional trade shows (National, Q1-4). In addition, the project will collaborate with USAID contractor On The Frontier

(OTF) to conduct market research for dried fruit and nuts (National, Q1-4). CADG will also be conducting an international market assessment for key products such as pomegranates and raisins. (National, Q4).

**Collecting Consistent Market Data.** RAMP/Chemonics IPs IFDC, CADG, DCA, and ICARDA collect consistent market data (National, Q1-4).

**Strengthening Market Information Systems.** IP IFDC has created a national database for market information systems (National, Q1-4). In addition, the RAMP/Chemonics team will meet with the FAO FAHM project in Q2 to explore methods to accurately and regularly disseminate price information to all actors in the chain (National, Q2).

## 2) Agro-Business Development

**Agro-Business Marketing Workshop.** IP RoP will conduct training for farmers on marketing (National, Q2); IFDC will provide training in agro-business to fertilizer dealers throughout Afghanistan.

## 3) Market Center Construction

**District Market Centers.** Market centers at the district level provide a critical link in the network for markets and market systems (National, GIA, complete).

**Market Collection Centers.** Market collection centers in all five of the project's priority regions serve as transit points on the way to markets (Regions 1-5, DAI, CADG, RoP, STAAR, GRSP, MADERA, DWC, and RAFA, complete).

**Market Center Assessment.** In Q2 of FY05, RAMP/Chemonics will conduct an assessment of market centers and make recommendations for additional construction. Product flow, ownership issues, and location will be addressed in the assessment (National, RAMP, Q2).

## 4) Regulatory Requirements and Export Associations

**Grades and Standards/ Lab Equipment.** RAMP/Chemonics will be working closely to establish grades and standards, enforce phyto-sanitary regulations, and promote other product quality regulation functions. This includes establishment of an aflatoxin laboratory (GIA, National, Q3) and a microbiological lab (GIA, National, Q3). Plans have been made to set these up at the Export Institute. Wheat standards will also be established in the first or second quarter of 2006. Finally, on-going technical assistance will be provided on an as needed basis to the Agriculture Committee of the AICC in collaboration with USAID Contractor CIPE.

## 5) Marketing and Promotion

**Livestock Marketing Training.** DCA will train veterinarians in marketing to ensure their veterinary field units are sustainable (National, Q2, Q4).

**Trade Shows.** Project IPs will participate in at least four (4) trade shows in regional markets. Possible venues may include Ukraine, India, Dubai, Jordan, HK/Far East, Singapore, German, or Amsterdam. The list of participating IPs includes ACTED, CADG, GIA, and/or RoP (National, Q4).

## 6) Agricultural Exports

**Pilot Export Programs.** RAMP/Chemonics will follow the successful pilot export of grapes and up to five additional pilot export shipments of fresh apricots, grapes, pomegranates, raisins/dried apricots, and nuts. IPs involved in these activities may include ACTED, GIA, CADG, and/or RoP (National, Q4).

**Fruit and Nut Exports.** A minimum of 300 MT each are expected under JO#23 managed by CADG. (National, Q4).

## C. Improving Value-added Processing

### C.1. Overview

Processing interventions begin on the farm, where proper harvest techniques and subsequent cold storage extends the life of agricultural products. Drying vegetables and fruits, and packaging are basic second-stage processing efforts currently planned or underway. The project is also working to meet phyto-sanitary requirements in export markets. Looking ahead, project technical assistance will work with progressive entrepreneurs to add value and increase prices of critical crops. As with other project activities, the goal is to increase the marketable value of agricultural commodities through proper cleaning, handling, and value-adding processing.

### C.2. Activities

Activities are described below with references to IPs and the work plan matrix. Additional activities are anticipated through Rural Financial Services component's SME, debt, leasing and equity investment products described in Section E of this document.

#### 1) Post Harvest Technology Extension/Training

**Harvesting Methods and Packaging.** RoP, CADG, and DWC will provide technical assistance in fruit drying, harvest timing, picking techniques, storage, and packing. (Nationwide, Regions 1, 4).

#### 2) Processing Associations

**Training of Processing Association Members.** DWC and ACTED will provide training to processing associations (Region 1).

#### 3) Packaging and Storage Units

**Cold Chain.** GIA, ACTED, and CADG. Are mounting demonstration packaging and storage units. (Nationwide, Regions 1, 3, 4). These operations show how entrepreneurs can add value by extending shelf-life and enabling produce to reach new markets.

#### 4) Product Quality Testing

**Product Quality Testing.** The DWC vegetable quality control laboratory (Region 1) and CADG's sorting and cleaning centers (Region 4) will be active in FY05.

#### 5) Food Processing

**Nut Processing Workshop** – Technical assistance will be given on cleaning, salting, and/or roasting of nuts (CADG, RoP, or GIA, Q4).

**Fruit and Vegetables Processing** – In Region 1, ACTED and DWC will establish fruit and/or vegetable processing units in FY05.

## D. Increasing On-farm Productivity

### D.1. Overview

Afghan farmers are improving their on-farm productivity in priority regions with the help of on-farm demonstrations and farmer field days providing information on improved crop varieties, improved management and off-season production technologies. Access to quality agricultural inputs and farm machinery is improving through leasing and financing. A reliable source of water is being provided through irrigation rehabilitation projects. Locust and Sunn pest control projects are diminishing crop losses. Livestock numbers are increasing, partly due to improved animal health and vaccinations provided by nationwide development of private veterinary clinics and trained para-vets. Although the project emphasis is shifting to address more processing-related, market development activities, it is

important that efforts supporting productivity at the farm-level continue to assure that the quality and volume of products produced is appropriately responsive to market demand.

## D.2. Activities

### 1) Agro-Input Availability

**Potato Seed In-vitro Lab and Production Seed.** ICARDA has established an in-vitro lab in Kabul to produce disease-free potato seed under JO#6 (Nationwide).

**Grain and Potato Seed Storage Units** – Efforts to increase the availability of critical inputs will continue. (ICARDA, GIA, Regions 1, 2, 3, 4, 5).

**Clean Seed Production** – ICARDA will produce more than 2,000 MT of clean seeds over the life of the project (Regions 1, 2, 3, 4, 5).

**Village Based Seed Enterprises (VBSE)** – ICARDA will create 20 VBSEs, providing improved access to seed in all five target regions (Regions 1, 2, 3, 4, 5).

### 2) Production Associations

**Agro-input Dealer Associations** – IFDC will form fertilizer dealer associations at the provincial level (5) and one national level association. It also will provide dealer training.

### 3) On-Farm Demonstrations and Field Days

**Demonstration Farms** – will showcase seeds, fertilizer, and farming techniques throughout Afghanistan. Total demonstrations for 2005 is more than 341, including 58 in Region 1, 36 in Region 2, 96 in Region 3, 80 in Region 4, and 60 in Region 5 (ICARDA, CADG, ACTED).

### 4) Agricultural Technology Training/Extension

**Virus-free Potato Production.** Training is provided to farmers in production of potato seed in all five RAMP priority regions (ICARDA).

**Village Based Seed Enterprises.** Business management, seed cleaning, and seed multiplication techniques are being provided to managers of 20 Village Based Seed Enterprises (Regions 1, 2, 3, 4, 5, ICARDA).

**University-level Workshops and Mentoring** – In partnership with the Northwest Frontier Province Agricultural University (Pakistan), IALC will continue to monitor ten masers degree candidates and provide targeted, hands-on, practical short term training.

### 5) Protected and Rehabilitated Agriculture

**Greenhouse Fabrication Facility** – ICARDA's Kabul-based facility will provides inputs for up to 1,000 greenhouses throughout Afghanistan (Nationwide).

**Vineyard Nurseries** – RoP will establish one central nursery and 10 smaller facilities in Regions 1 and 4.

### 6) Animal Health and Production

**Woman-Focused Poultry Business Development.** FAO will distribute 12 chickens to more than 8,000 women completing a 12 week training course (Regions 1, 3, 5).

**Veterinary Services** – DCA will establish 2 veterinary training centers, train at least 60 veterinarians, treat 6,000,000 animals, and establish 200 independent veterinary field units (Nationwide).

#### **7) Pest and Disease Control**

**Renovation of PPQD Lab** – A new lab at the MAAH will provide support to pest and disease control efforts (FAO, Nationwide).

**Locust Control** - More than 200,000 hectares treated (FAO/GOAL, Region 5).

**Sunn pest Control** – More than 150,000 hectares treated (TBD, Region 5).

## SECTION III. Value Chain Support Functions

In addition to working with operators – individual producers, processors, and marketing companies who handle a crop or livestock product as it moves along the value chain – RAMP/Chemonics provides significant resources to improve support functions. The classic definition of a supporter or support function in a value chain is one that provides services to operators. The project focus is on two principal support functions: rural financial services and infrastructure.

### E. Facilitating Access to Finance

#### E.1. Overview

##### Addressing the Need for Credit in Afghanistan

Just one year ago, there were no functioning banks or formal financial institutions in Afghanistan. Financial transactions within the country took place through the “hawalla” system, an informal network of money dealers. Afghan entrepreneurs relied on this limited system which left them vulnerable to exploitation and unfair lending practices. In rural Afghanistan, an estimated 50% of the population lives below the poverty line. Lack of credit prevents marginal farmers from investing in quality seed and fertilizer at the beginning of the crop season. As a result, more farmers turn to poppy production when opium dealers make an advance payment before planting.

The goals of the project’s rural financial services component are to manage risk, encourage sustainable growth and stimulate lending. The strategy is to provide a broad range of financial services leveraging funds with those from other investors and donors and build collaborations that strengthen private sector financial institutions. RAMP resources will be used to encourage the private sector to support small and medium sized agribusinesses that may be a higher risk and lower profit than larger enterprises, but generate thousands of jobs throughout Afghanistan.

#### E.2. Activities

Goals are accomplished through four (4) financial mechanisms as well as non-financial service provision. Activities are described below with references to IPs and the work plan matrix.

##### 1) Micro-lending

The RAMP approach to supporting the financial infrastructure in Afghanistan began by investing in MISFA, the Microfinance Investment and Support Facility (created by the World Bank). MISFA provides training for over 2,000 loan officers who will be disbursing loans nationwide. Micro loans range from \$50 to \$5,000 and have a major impact on the poorest families within the agricultural sector. In FY 05, it is anticipated that at least 15,000 borrowers will benefit from \$4 million in loan capital (Nationwide, MISFA, Q1-4; See also Regions 1, 3, 5).

##### 2) Small and Medium Enterprise Lending

To facilitate the start-up and expansion of agribusiness enterprises, RAMP/Chemonics is developing lending mechanisms for small and medium enterprise loans with a focus on agricultural enterprises: processors, distribution wholesalers, production and services. The project is leveraging a \$10 million investment with only \$2 million in capital. By financing banks that provide small and medium enterprise loans, risk becomes manageable and entrepreneurs have the opportunity to establish a credit history. This partnership between RAMP/Chemonics and AIB will strengthen access to credit for small and medium agribusinesses as well as stimulate private sector investment in Afghanistan. In FY05, it is estimated that at least 20 SME loans will be disbursed totaling some \$2,000,000 (Nationwide).

##### 3) Equipment and Machinery Leasing

In Afghanistan, where limited laws and a fledgling banking infrastructure limit credit services, leasing offers an alternative for financing economic development, generating positive returns and preserving capital. By retaining title to machinery and equipment, the Afghanistan Finance Company minimizes

risk. Leasing is particularly appropriate for agricultural production and food processing, both of which are equipment and machinery intensive. Funds RAMP is providing will leverage the established success record of ARC doing business in post-conflict Afghanistan, the management expertise of Deloitte Touche Tohmatsu, and experience of the Peoples Group in leasing. In FY05, it is estimated that 30 deals will close, disbursing approximately \$850,000 (Nationwide).

#### **4) Equity Fund**

The project has selected the Afghanistan Renewal Fund (The Fund), as a partner to provide capital to agribusinesses through equity participation. Through capitalization of up to \$20 million, the Fund will invest in the priority economic sectors of: agribusinesses, financial institutions, light industries, and distributions. Agribusinesses are expected to be a significant portion of the Fund's investment with an initial target of at least 20% of all the invested capital in the Fund. The Fund will make investments in agribusinesses while simultaneously providing advisory services to the enterprise through its core team and external business advisors. The Fund is in the early stages of set-up and will begin to invest in enterprises by January 2005. It is estimated that at least three (3) investments will be made in FY05 totaling more than \$1,500,000 (Nationwide).

#### **5) Business Development Services (BDS)**

As the financial institutions are ready to lend and lease to agribusinesses, project clients and the general agricultural community will require business development services to meet the new requirements for obtaining the necessary credit or other financial services to build their businesses and, also to mitigate the risk of business failure. To demonstrate their bank-ability agribusinesses are expected to submit clear and verified proposals to financial institutions to obtain working capital and fixed asset lease. To meet these business advisory needs, the project has teamed with the Partnerships for Private Sector Development (PPSD), a UNDP project, which is piloting a business development services program aimed at agro-entrepreneurs. BDS will be provided to 20 agro-businesses in FY05 (Nationwide).

## **F. Improving Farm to Market Roads**

### **F.1. Overview**

The infrastructure team is planning to rehabilitate approximately 900 kilometers of compacted-gravel, farm to market roads over the life of the contract. During the first year, it has worked closely with 10 implementing partners (IPs) to rehabilitate more than 160 kilometers of road, linking high intensity agricultural regions with central markets and major road systems. This investment in training to develop the project management capabilities of the IPs has paid off, and the project has a strong cadre of subcontractors to rehabilitate and build more than 600 kilometers of roads planned for FY 2005 and approximately 140 kilometers of planned road projects for FY 2006.

### **F.2. Activities**

Road reconstruction progress for FY05 is summarized below with references to IPs and the work plan matrix.

#### **Region 1: Parwan, Kapisa, Kabul. ACTED – JO # 10**

Charikar Canal Road – 11.8 Kilometers

#### **Region 2: Ghazni, Wardak, Logar. GRSP – JO # 19, 22**

Jaghuri Malistan Road – 60 Kilometers

Ghazni Meray Access Road – 32 Kilometers

#### **Region 3: Nangarhar, Laghman, Kunar. RI – JO # 36**

Kama Ghosta Road – 20 Kilometers  
 Torkham Highway to Shahikot Road – 8 Kilometers  
 Jalalbad-Chaparhar-Agam Road – 34 Kilometers  
 Kend Dusarak Road – 4 Kilometers  
 Kaga Saraka Kager Mama Phil Road – 33 Kilometers

### **Region 3: Nangarhar, Laghman, Kunar. AfghanAid – JO # 38**

Siphon Lagarjoi Road – 25.3 Kilometers  
 Torkham Highway to Canal 29 – 4.5 Kilometers  
 Asmark Barikot Road – 48 Kilometers  
 Ranikhel Hospital to Ranikhel Bazaar to Shaw Kaht – 23.1 Kilometers

### **Region 4: Helmand, Kandahar. TBD, JO # 47**

Pashmul Road – 7.3 Kilometers  
 Saha Durai – 15.5 Kilometers  
 Sanjai – 5 Kilometers  
 Koshab – 9.8 Kilometers

### **Region 5: Kunduz, Baghlan, Balkh. AREA – JO # 17**

Coolombo Road – 25 Kilometers  
 Dehbabi/Deragai Road – 12 Kilometers  
 Cherntal Road – 18 Kilometers  
 Deh Qazi Road – 7 Kilometers  
 Langarkhana Road – 20 Kilometers  
 Yangi-Arigh Road – 10 Kilometers

### **Region 5: Kunduz, Baghlan, Balkh. PRB – JO # 20**

Alif Berdi Road – 24.1 Kilometers  
 Said Ahmad Road – 17.8 Kilometers

## **G. Improving Irrigation Systems**

### **G.1. Overview**

Since July 2003 the project has desilted over 320 km of canals, built water diversion structures, and protected irrigated land from flooding. To date it has repaired 229 irrigation structures and thereby improved the irrigation on approximately 306,100 hectares of farm land. Over 4,400 Afghan farmers have been employed to desilt canals during the winter season when income is scarce, injecting more than US\$1 million into local economies. Three irrigation projects in Kunduz and Baghlan were initiated and completed by March 2004, in time for the spring growing season.

### **G.2. Activities**

Irrigation reconstruction progress for FY05 is summarized below with references to IPs and the work plan matrix.

#### **Region 1: Parwan, Kapise, Kabul. ACTED – JO # 10**

##### **1) Dam Construction / Rehabilitation**

Barq Canal Diversion Dams – 100% Complete  
 Belawdan Canal Diversion Dams – 100% Complete  
 Afghan Canal Diversion Dams – 100% Complete  
 Ibrahim Khul Canal Diversion Dams – 100% Complete  
 Toghbirdi Canal Diversion Dams – 100% Complete



2) Canal Construction / Rehabilitation

Nahri Charikar Canal Rehabilitation – 18 Kilometers

**Region 3: Nangarhar, Laghman, Kunar. RI – JO # 36**

1) Canal Construction / Rehabilitation

Joi Canal Rehabilitation (RSSA) – 6 Kilometers

Joi Canal Protection Wall (RSSA) – 6 Kilometers

Shegee Canal Intake and Retaining wall (STAAR) – Construction Completed

Koti Taran Canal – (STAAR) 2.8 Kilometers

Kachara Canal (STAAR) – Intake Completed

Kama Canal System (IF Hope) – 114 Kilometers

**Region 4: Helmand, Kandahar**

1) Dam Construction / Rehabilitation, CADG JO# 2

Check Dam construction is now finished at two (2) completed units.

2) Canal Construction / Rehabilitation

220 Kilometers of drain will be cleaned in FY05 (TBD). Additional work by DAI on the Marja Drain and Gulsan Cukarova on the Philco Chute is now complete.

3) Drip Irrigation

1,000 hectares will be irrigated through drip irrigation systems in FY05 (CADG).

4) Water Use Management

DAI will provide training and legal support in Helmand in FY2005 to water users groups.

**Region 5: Kunduz, Baghlan, Balkh. PRB – JO # 20**

Work on the Char Dara, Bala Doori, and Darqad canal systems is now complete.

## SECTION IV. Project Management

The management task for an undertaking as multi-faceted and geographically wide-ranging as RAMP is considerable. This section of the Work Plan discusses how the contract team will address these concerns.

### H. Collaborating with Stakeholders: USAID, TISA, and Donors

RAMP/Chemonics will continue formal and informal coordination with USAID, ISA, and other donors throughout FY2005. Coordination activities will take an increasingly important role in FY05, as agribusinesses develop. In addition to the existing pattern of Kabul-based coordination meetings and reporting efforts, RAMP/Chemonics will facilitate regional collaboration among IPs, USAID partners, donors, and key government ministries through regional impact assessments and bi-annual Regional Coordination Meetings (RCMs).

*Responsible Party* – The RAMP/Chemonics COP serves as a liaison between project activities and external parties such as other donors and USAID partners. The COP is also responsible for ensuring follow-through on proposed collaboration. Within RAMP/Chemonics, the DCOP is charged with ensuring coordination among infrastructure, rural financial services, and agricultural technology and market development activities.

#### H.1. Integrating Activities of RAMP/Chemonics Implementing Partners

RAMP/Chemonics activities in infrastructure, rural finance, and agricultural technology and market development are most effective when all three work toward the same goal. For example, in Parwan, RAFA's diversion dams provide essential irrigation for production of vegetables and grapes harvested for processing or export under contract with RAMP/Chemonics Implementing Partners DWC and RoP respectively. DWC is also a potential client for the Afghan International Bank, another IP.

*Activities* – (a) RAMP/Chemonics will facilitate collaboration among Implementing Partners through at least five Regional Coordination Meetings, where all RAMP/Chemonics Implementing Partners, PRT representatives, and area donors can learn of and benefit from related activities; (b) In addition, RAMP/Chemonics will conduct Regional Impact Assessments in all five priority areas to identify opportunities for collaboration as well as disseminate lessons learned and success stories to beneficiaries.

*Anticipated Output* – (a) Five regional collaboration plans with participating RAMP/Chemonics Implementing Partners; (b) Five regional impact assessments.

#### H.2. Coordination with Other USAID and USG Partners

Another critical management task is to assure collaboration and cooperation with other USAID and USG-supported partners. These include:

**Provincial Reconstruction Teams (PRTs)** – Activities programmed under RAMP/Chemonics have coordinated with PRTs. Examples include the market bridge in Kunduz and tertiary roads in Kunar, which have been extraordinarily successful, providing additional security, labor, and insurance that RAMP/Chemonics resources are effectively targeted. Working with Nick Marinacci, USAID's PRT Manager, Michelle Parker and Dan Pearson, USAID representatives in the PRT in Jalalabad, and John Schweiger, USAID, Regional Command East during in Q1 FY05, RAMP/Chemonics opened new communication channels throughout the network. In addition, there is increasing coordination with the PRTs in Helmand/Kandahar, Nangarhar, and Parwan.

*Activities* – (a) Contacting PRTs 96 hours in advance of regional travel; (b) holding coordination meetings with the USAID PRT Manager in Kabul with follow up activities in the RAMP/Chemonics priority provinces – Kunduz, Parwan, Nangarhar, Ghazni, and Helmand; (c) distributing the RAMP/Chemonics Quarterly Report to the PRT management unit in Kabul; and (d) participating in PRT commanders meetings in Kabul, as deemed appropriate.

*Anticipated Output* – (a) Action steps from meeting with USAID's PRT Development Advisor Michelle Girard on working effectively with PRTs in January 2005; (b) Four quarterly reports distributed through the PRT Manger in Kabul; and (c) Support to USAID in preparation for PRT commanders meetings, as needed.

**Louis Berger Inc.** – When identifying tertiary farm to market road locations, RAMP/Chemonics coordinates with Louis Berger, UNOPS, and other road contractors. Each farm-to-market road programmed under RAMP/Chemonics connects with other secondary and primary road reconstruction efforts, providing market linkages from the farm gate to regional market centers.

*Activities* – (a) Pre-planning coordination with Louis Berger and other regional implementers for JO #36 (118 KM, Relief International-Nangarhar), JO #37 (38KM, Kandahar), and JO #38 (60 KM, Helmand).

*Anticipated Output* – (a) 216 KM of road programmed in accordance with market needs and connectivity to other secondary and tertiary roads.

**USDA** – RAMP/Chemonics staff meet with Otto Gonzalez, who coordinates USDA efforts within the PRTs, regularly to share progress to date and opportunities for further collaboration. These staff members communicate and coordinate with the USDA personnel assigned to select PRTs in the project's priority regions. RAMP-funded field projects (including processing and packing centers) are integrated with road and bridge renovation and other projects initiated by the PRTs to increase market activity and sales. The RAMP/Chemonics team also is prepared to meet with senior USDA officials when they visit Afghanistan or in Washington, DC to provide them firsthand information about the project's accomplishments, current activities, and opportunities for collaboration with USDA's efforts. RAMP/Chemonics also is coordinating with CNFA – the Implementing Partner for USDA's monetization program.

*Activities* – In Kunduz, the RAMP-funded (JO# 28) processing/packing center in Ali Abad District is owned and operated by a farmers' association/village-based seed enterprise that will benefit from the PRT construction of the bridge over the nearby river that will connect the farmers' cultivated land with the processing/packing center. In Nangarhar, the site for construction of processing/packing centers supported by RAMP/Chemonics is being strategically planned with the PRT road construction in mind. RAMP/Chemonics and its Implementing Partners are working closely with CNFA to introduce potential agro-processors to the grant proposal process being administered and funded by USDA/CNFA.

*Anticipated Output* – Each processing/packing center that is established along an improved road will lead to better access to markets and, correspondingly, increased sales of agricultural products. More agro-processing projects in the private sector will be established through RAMP/Chemonics' links with the USDA/CNFA program.

**On the Frontier (OTF)** – USAID partner OTF is working to increase the competitiveness of five economic activities clusters. In FY04, RAMP/Chemonics participated in the selection of those clusters. In FY05, RAMP/Chemonics will provide field coordination and keep OTF personnel apprised of it's on the ground accomplishments.

*Activities* – (a) participate in OTF's Competitiveness Training (Q1); (b) participate in the Dried Fruit and Nut cluster council; (c) share data and research on all fruit and nut activities

*Anticipated Output* – (a) Increased marketable output of dried fruit and nuts, particularly to export markets.

**Center for International Private Enterprise (CIPE)** – RAMP/Chemonics will continue to participate in all CIPE activities related to agriculture. In Q1 of FY05, project personnel participated in a panel discussion on agricultural policy and finance, as well as represented agriculture activities at CIPE open houses and workshops.

*Activities* – (a) Participate in formation of Agricultural Committee of the Afghan International Chamber of Commerce (AICC); (b) Advise AICC on quality standards for export marketing and provide trade contacts in Dubai, India, Pakistan, and elsewhere; (c) consult with CIPE leadership on the creation of joint ventures in the agricultural sector.

*Anticipated Output* – (a) Formation of an Agricultural Committee under the Afghan International Chamber of Commerce (AICC); and (b) Establishment of at least one new agribusiness venture in collaboration with AICC and its members.

**USAID Partners Working with Graphical Information Systems (GIS)** - RAMP/Chemonics has provided technical support to AIMS, IRD, the British Embassy, and USAID in the formation of a country-wide GIS Databases.

*Activities* – (a) RAMP/Chemonics will host quarterly GIS user group meetings for the GIS community in Kabul; (b) RAMP/Chemonics will share all GIS datasets with the appropriate stakeholders; and (c) RAMP/Chemonics will host the first ever GIS Day in Afghanistan.

*Anticipated Output* – (a) Formation of a country-wide USAID GIS database; (b) Establishment of a Kabul-based working group for GIS knowledge sharing; and (c) RAMP/Chemonics will act as a focal point for GIS datasets from IPs, and related stakeholders

### **H.3. Coordination with the Government of the Islamic State of Afghanistan (ISA)**

RAMP/Chemonics will coordinate with key ministries of the ISA to ensure that all activities are in accordance with the priorities of the Afghan government. In addition to its primary partners - the Ministry of Agriculture and Animal Husbandry (MAAH) and the Ministry of Irrigation, Water Resources, and the Environment (MIWRE) - RAMP/Chemonics also coordinates with the Ministry of Commerce (MoC), the Ministry of Rural Rehabilitation and Development (MRRD), and the Ministry of Finance (MoF).

#### **Coordination with the Ministry of Agriculture and Animal Husbandry (MAAH)**

*Activities/Anticipated Output* – (a) RAMP/Chemonics will hold formal, quarterly coordination meetings with representatives from the MAAH Advisory Council to brief them on regional and programmatic developments; (b) In Q1 FY05, MAAH officials carried out an informal review of RAMP-funded activities in Parwan, Nangarhar, and Kunduz Provinces in conjunction with project personnel. These reviews will continue as requested by MAAH officials; (c) Quarterly Report and Bi-Weekly update submissions to the MAAH; (d) Participation of MAAH official in review/approval of new agricultural activities; (e) One Memorandum of Understanding (MOU) signed among the Afghanistan Ministry of Agricultural and Animal Husbandry (MAAH), the European Community (EC), United States Department of Agriculture (USDA), and United States Agency for International Development (USAID) for donor coordination and collaboration on animal health; and (f) technical assistance to the MAAH extension and communication departments in training on radio production and broadcast journalism.

#### **Coordination with the Ministry of Irrigation, Water Resources, and the Environment (MIWRE)**

*Activities* – (a) RAMP/Chemonics personnel have been and will continue to participate in MIWRE's bi-weekly donor coordination meetings on regional irrigation and water usage plans; (b) Through JO # 44, RAMP/Chemonics will create water users groups in Helmand in close collaboration with the MIWRE; and (c) Quarterly Report and Bi-Weekly update submissions to Ministry officials; (d) Coordination with ministry officials on new irrigation programming in Helmand, Kandahar, Nangarhar, and elsewhere.

#### **Coordination with the Ministry of Commerce (MoC)**

*Activities* – (a) RAMP/Chemonics will continue participating in MoC planning activities, in cooperation with Bearing Point and CIPE representatives, on the economic development plan for Afghanistan; (b) Assistance in forming an Agriculture Committee under the AICC and in coordination with the MoC; and (c) Technical Assistance to and participation in the Dried Fruit and Nut economic activity cluster developed by OTF in coordination with the MoC.

#### **Coordination with the Ministry of Rural Rehabilitation and Development (MRRD)**

*Activities* – (a) RAMP/Chemonics will coordinate with MRRD officials on all Alternative Livelihood (AL) activities, particularly those in Helmand/Kandahar and Nangarhar, including active participation in the ministry's Alternative Livelihoods Working Group (ALWG).

#### **Coordination with the Ministry of Finance (MoF) and Ministry of Planning (MoP)**

*Activities* – (a) RAMP/Chemonics will report programmatic activities to the Ministry of Finance and the Ministry of Planning on a quarterly basis or as requested by Ministry officials.

### **H.4. Other Donors**

#### **Coordination with Other Donors**

Asian Development Bank – RAMP/Chemonics personnel regularly meet with Mr. Allen Kelly, ADB Natural Resource Management Advisor, and the Consultative Group of Donors and Government Ministries (Agriculture, Irrigation, and MRRD).

*Activities* – In the meetings, the ISA-NRM periodic budgets are reviewed, progress reports on projects incorporated into the budgets, new projects planned and funding sources identified, etc.

*Output* - The results of the budget and development planning process gives the ISA the administrative control and developmental structure it needs to direct the economic development of the country more effectively.

Altai Consulting – RAMP/Chemonics and Altai staff meet frequently to examine the feasibility of and identify the market demand for various high value crops for which Afghanistan has a comparative advantage to produce.

*Activities* – Business and market plans for high-value crops have been presented to RAMP/Chemonics by Altai Consulting and the project has assisted Altai in developing the next steps in promoting certain agri-processing.

*Output* – RAMP/Chemonics will continue to coordinate with Altai Consulting in getting potential investors to invest in the project's priority product areas

FAO – RAMP/Chemonics works closely with FAO and other donors on the MAAH Seed Committee.

*Activities* – RAMP/Chemonics and FAO fund complementary village-based seed enterprise development programs that jointly serve a vital function in getting private seed producing enterprises established. Seed testing and marketing efforts are being shared by FAO, ICARDA, and the project.

*Output* – Through the coordination with seed committee stakeholders and the development of these seed enterprises, farmers' need for quality seed will be served on an on-going, sustainable basis.

## I. Ensuring Gender Sensitivity

### I.1. Overview

All RAMP-funded activities involve the participation of the men and women from rural farm households and communities. Gender issues are specifically addressed in several job orders. The project proposes to add a gender unit that assures that the issues and concerns of women are integrated and communicated. To design this component, Chemonics undertook a literature review and assessment in March-April 2004, which used a participatory methodology that explicitly engaged project and USAID personnel and selected Afghan stakeholders to inform the design of the strategy.

### I.2. Activities

The RAMP/Chemonics gender program will utilize a participatory, practical approach that directly impacts rural women. The program will have two primary activities: **a) technical assistance to new and existing JOs**; and **b) reporting and communications**.

**Technical Assistance:** The Gender Specialist will provide technical expertise to existing Job Orders and provide advice in the development of new Job Orders. In particular, the Gender Specialist will ensure that the assessments provide further insight into the roles, rights and responsibilities of women and men on RAMP-supported activities.

*Existing Job Orders.* Beginning Quarter 2, The Gender Specialist will conduct a portfolio review of all existing JOs, advising RAMP and IP management on how to increase impact on the livelihoods of rural women. Toward that goal, the Gender Specialist will:

- Evaluate each job order in the RAMP portfolio;
- Conduct regional site visits to evaluate the impact of specific activities on the livelihoods of rural women; and
- Recommend modification to IP activities, and subsequent amendment to contracts and/or reporting requirements.

The Gender Specialist will review up to 15 RAMP Job Orders per quarter, providing a complete portfolio review over a 12-month period. It is anticipated that at least five (5) RAMP Job Orders will have increased impact on the livelihood of rural women as a direct result of this review.

*New Job Orders.* The Gender Specialist will sit on all technical review committees for new project development. In addition, it is anticipated that through the field visits and portfolio review, the Gender Specialist will identify market-driven opportunities to impact gender, and, budget permitting, design new activities in accordance with RAMP's stated goal of increasing marketable output of agricultural products. It is envisioned that any new activity would be designed to complement existing RAMP efforts in infrastructure, rural finance, or agricultural technology and market development.

**Reporting and Communications:** The Gender Specialist will also identify lessons learned and best practices for working with women. The results of the portfolio review will support and inform both the RAMP/Chemonics communications and monitoring and evaluation units. Communications briefs will be disseminated to IPs and interested stakeholders. For example, information will be disseminated to rural women, policy makers, and international donors to improve the project's effectiveness in this aspect as well as the programs of other donors.

**Coordination.** RAMP efforts toward improving the lives of rural women will be closely coordinated with the World Bank, which is leading, along with the Ministry of Women's Affairs, an in-depth countrywide gender assessment examining different sectors of the economy, including agriculture.

## J. Protecting Afghanistan's Environment

### J.1. Overview

In July of 2004, project management and a Tellus Institute consultant reviewed JOs for compliance with USAID mandatory Environmental Requirements.

### J.2. Activities

In early FY05, the project will undertake the following:

- Require all IPs to follow a standardized Environmental Screening and Review Process that adequately addresses USAID Mandatory Requirements such as USAID Regulation 216 and FAA 117 and 119;
- Incorporate compliance measures by requiring successful bidders to commit, upon award and/or in the project design stage, to submit an Environmental Report Form and, where appropriate, an Environmental Review Report (ERR);
- Apply 'best practices', particularly mitigation and monitoring guidance through the project Subcontractor Welcome Kit and other project documents; and
- Through training and technical assistance, develop capacity of Implementing Partners to:
  1. Prepare and Apply the ERR to projects at the design stage;
  2. Apply environmentally sound design principles at the project design stage;
  3. Ensure effective mitigation and monitoring plans and follow up; and
  4. Apply environmental 'best management practices' during project implantation.

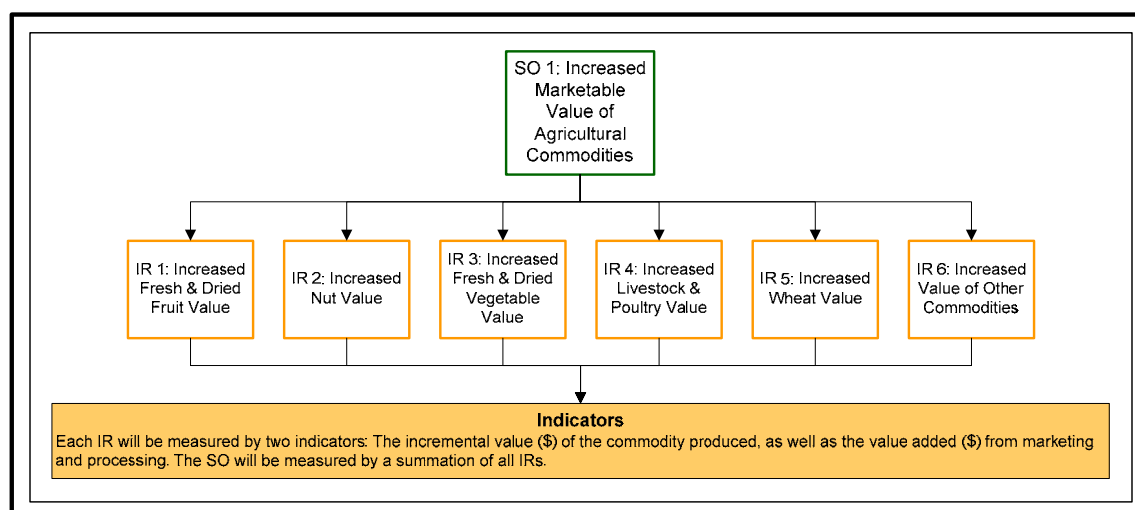
Tasks and Timing: (i) All project development documents will be updated with environmental review requirements by the end of the first quarter of FY05; (ii) Also in the first quarter of FY 05, a training session for all Implementing Partners will be conducted to ensure compliance with USAID mandatory Environmental Requirements; and (iii) Finally, Job Order Managers will monitor IPs to ensure effective mitigation and monitoring plans and follow up.

## K. Monitoring and Evaluating Achievements

### K.1. Results Framework

As indicated in the LOP Work Plan, the results framework lays out the strategic objective and the intermediate results (key contributing objectives) that are *necessary and sufficient* to accomplish it.

**Figure 3: Project Results Framework**



**Table 1: Project Indicators**

<p>► <b>SO 1: Increased Marketable Value of Agricultural Commodities</b></p> <p>- Indicator 01: Value change in output and marketing and processing from all impacted commodities</p> <p>► <b>IR 1: Increased Fresh &amp; Dried Fruit Value</b></p> <p>- Indicator 02: Value change in the output of fresh and dried fruit</p> <p>- Indicator 03: Value change to fresh and dried fruit from marketing and processing</p> <p>► <b>IR 2: Increased Nut Value</b></p> <p>- Indicator 04: Value change in the output of nuts.</p> <p>- Indicator 05: Value change to nuts from marketing and processing</p> <p>► <b>IR 3: Increased Fresh &amp; Dried Vegetable Value</b></p> <p>- Indicator 06: Value change in the output of fresh and dried vegetables</p> <p>- Indicator 07: Value change to fresh and dried vegetables from marketing and processing</p> <p>► <b>IR 4: Increased Livestock &amp; Poultry Value</b></p> <p>- Indicator 08: Value change in the output of livestock and poultry</p> <p>- Indicator 09: Value change to livestock and poultry from marketing and processing</p> <p>► <b>IR 5: Increased Wheat Value</b></p> <p>- Indicator 10: Value change in the output of wheat</p> <p>- Indicator 11: Value change to wheat from marketing and processing</p> <p>► <b>IR 6: Increased Value of Other Commodities</b></p> <p>- Indicator 12: Value change in the output of other commodities</p> <p>- Indicator 13: Value change to commodities from marketing and processing</p>
---

\*While IR 6 is presented here, as well as in the results framework, it is expected that contributions to the SO will be minimal but it is inline with the projects overall opportunistic approach.

## K.2. Data Gathering – Overview

Monitoring and evaluation (M&E) plays a vital role in managing project interventions and reporting results and accomplishments to project stakeholders. The contract's strategic objective (SO) calls for a \$250M increase in the marketable value of agricultural commodities. RAMP/Chemonics has elaborated on this SO with a refined results framework and performance management plan (PMP). These are presented in detail in the Life of Project Work Plan.

Supporting the macro-level targets presented in the PMP is a series of tools, systems, and analyses. These are presented in the activities section below.

## K.3. Activities

PMP (Periodic Reporting According to the Schedule of Assessments Listed Below)

The project's performance management plan (PMP) forms the backbone of its reporting of project success. The target over three years is to increase the marketable value of agricultural commodities by \$250M. Supported by six intermediate results and a dozen indicators, the PMP will report changes in agricultural output and marketing and processing.

### Impact Assessments

Impact surveys attempt to measure the "outcome" of project interventions. The M&E Unit will measure the dollar change to the strategic objective due to specific project interventions or a basket of interventions. They are as follows:

- Agricultural Exports (December 2004 – September 2005)  
Project activities to expand exports of agricultural commodities will generate a significant portion of program impacts. Ongoing analyses will provide periodic updates on the status of accomplishments.
- Livestock Vaccination and Treatment (December 2004 – September 2005)



Vaccination and treatment has a positive, measurable impact on the value of livestock. Analysis of vaccination and treatment data will provide a periodic valuation of this intervention.

- Microfinance Impact (December 2004 – September 2005)

Rural microfinance provides one of the only official credit facilities to farmers. A valuation of this service will be completed periodically.

- Agricultural Output (February 2005)

Participatory rural assessments (PRAs) will measure the changes in agricultural output due to the entire basket of project interventions. By measuring changes in yields, area, and marketing activities RAMP/Chemonics will be able to assess what changes in output can be attributed to the project reasonably.

- Adoption Rate Survey (March 2005)

Through agricultural extension and on-farm demonstrations RAMP/Chemonics is promoting a basket of technologies aimed at increasing agricultural output and farmers' incomes. Surveys focused on adoption rates will identify the type and rate of technology adoption by affected farmers. From this, potential benefits will be calculated.

- Road Rehabilitation (March 2005)

Road rehabilitation is a major and capital intensive component of the project. Reduction in travel time and cost, and decreased damage and spoilage to crops, are only some of the potential benefits from repaired roads. This benefit will be valued.

- Irrigation and Drainage Impacts (April 2005)

Irrigation and drainage works represent intensive and well defined areas of project intervention. As such, their potential benefits, due to increased farm productivity will be calculated.

- Cold Storage and Market Center Impacts (April 2005)

Cold storage and market centers are bringing greater efficiencies to the value chain. Their benefit, in dollar terms, will be quantified through an analysis of product values.

- Poultry Management Impacts (May 2005)

The poultry management program is putting chickens into the hands of rural women. This income generating activity will have a measurable change on agricultural value.

#### Metrics Reporting (Bi-weekly reporting)

Metrics reporting of important output variables will continue on a bi-weekly basis. These measures provide frequent updates to the work accomplishments of the IPs.

#### GIS Geodatabase (January 2005 – September 2005)

A geodatabase is a database which attaches location information to captured data. RAMP/Chemonics maintains a series of data streams recording project activities and accomplishments. When combined with the project's geographic information system (GIS), they provide an added dimension for analysis by job order managers, and reporting to stakeholders. RAMP/Chemonics is in the process of converting its data holdings into a geodatabase. The benefit will be superior project integration, more accurate and timely reporting, and enhanced presentation of project accomplishments. The project also will be hosting Afghanistan's first ever GIS Day in January 2005.

In October of 2003, RAMP/Chemonics began designing an integrated, multidimensional communications program. This section of the workplan will outline the extensive scope of activities and examine the challenges and goals for the project as it moves ahead.

## **L. Communicating Results**

### **L.1. Overview**

As the largest agricultural donor initiative in Afghanistan, the RAMP/Chemonics communications program takes a comprehensive and cohesive approach. By combining reports from implementing partners, important educational information derived from project activities and developing a strong public awareness effort, RAMP communications is:

- Meeting USAID needs for timely and effective reporting;
- Building national and international awareness of the good work being implemented by RAMP;
- Enhancing the efforts of the RAMP/Chemonics staff and its implementing partners;
- Providing Afghan families with information for improving their operations and their incomes; and
- Strengthening awareness of development progress under the Islamic State of Afghanistan.

## L.2. Activities

Activities and timeline for communications products are listed in the table below.

<b>Communications Unit</b>	<b>Frequency</b>	<b>Totals for 2005</b>
<b>Reports to USAID</b>	Bi-weekly	24
<b>Quarterly Reports</b>	Tri-monthly	4
<b>Press Releases</b>	Tri-weekly	15
<b>Cables</b>	Tri-weekly	15
<b>Briefing Books</b>	As needed – approx. 3/ month	36
<b>Radio Programs</b>	Weekly	45
<b>Implementing Partner Events Coordinated</b>	Monthly	12
<b>Website Updates</b>	Biweekly	24
<b>USAID Website Updates</b>	Tri-weekly	15
<b>PowerPoint Presentations and Updates</b>	Monthly	12
<b>Photo Gallery Updated</b>	Bi-weekly	24
<b>Video News Release</b>	Every 6 weeks	8